



Regn. 4165
4-22-44

DEPARTMENT OF AGRICULTURE
WASHINGTON

FILED
APR 21 1944
U.S.D.A.

April 21, 1944

SECRETARY'S MEMORANDUM NO. 1098

Educational Activities in Curbing the Farm Land Boom

Farm real estate values are rising rapidly and many farmers are going heavily into debt to purchase farms at inflated prices. It has now become apparent that a serious farm land boom may develop again in this country unless efforts are made to curb the rise in values of land. While direct controls are needed, there is much that can be done through educational and other activities which caution farmers and other buyers of farms against paying inflated prices and incurring debts which cannot be carried without great difficulty when farm income is at more normal levels. Several agencies of the Department of Agriculture are now engaged in educational activities relating to the farm land boom problem but I am suggesting that these activities be expanded and more systematically organized. The Land Use Coordinator of the Office of the Secretary has been given the general responsibility to work with various bureaus and offices in the development of a Department program for curbing the farm land boom, and his office will assist in the further development and coordination of the educational activities in this program. Principal educational activities for those agencies in a position to make a major contribution in this program are listed below:

Bureau of Agricultural Economics

1. Prepare publications for general circulation giving information on the farm real estate and agricultural credit situation including
 - a. Historical background
 - b. Current trends and developments in the farm real estate market and in agricultural credit
 - c. Consequences of current developments
2. Prepare materials for use of Federal and State technicians and others in working with farmers and the general public on problems relating to the farm real estate market, including land values and possible controls to prevent land inflation.

LAND



MEMORANDUM FOR THE SECRETARY OF DEFENSE

1. The purpose of this memorandum is to inform you of the results of the recent visit to the United States by the Japanese Minister of Defense, Mr. Matsuzaki. The visit was the first by a Japanese Minister of Defense to the United States since the end of World War II. The visit was a very successful one and resulted in the signing of a joint declaration of intent to strengthen the defense relationship between the United States and Japan. The declaration states that the two countries will continue to work together to maintain peace and stability in the Pacific region. It also states that the two countries will continue to cooperate in the field of defense technology and research and development. The declaration is a significant step in the development of a new era of defense cooperation between the United States and Japan. It is a testament to the strength of the U.S.-Japan alliance and to the commitment of both countries to peace and stability in the Pacific region.

2. Summary of the visit

a. The Japanese Minister of Defense, Mr. Matsuzaki, arrived in Washington, D.C. on October 1, 1981. He was met by the Secretary of Defense, Mr. Frank B. Rowland, and the two men held a meeting to discuss the purpose of the visit. Mr. Matsuzaki's visit was part of a larger effort to strengthen the defense relationship between the United States and Japan. It was also part of a larger effort to promote peace and stability in the Pacific region.

b. The joint declaration of intent

1. The joint declaration of intent was signed by the Secretary of Defense, Mr. Frank B. Rowland, and the Japanese Minister of Defense, Mr. Matsuzaki, on October 1, 1981. The declaration states that the two countries will continue to work together to maintain peace and stability in the Pacific region. It also states that the two countries will continue to cooperate in the field of defense technology and research and development.

2. The significance of the declaration

The declaration is a significant step in the development of a new era of defense cooperation between the United States and Japan. It is a testament to the strength of the U.S.-Japan alliance and to the commitment of both countries to peace and stability in the Pacific region. The declaration also states that the two countries will continue to cooperate in the field of defense technology and research and development. This is a significant step in the development of a new era of defense cooperation between the United States and Japan. It is a testament to the strength of the U.S.-Japan alliance and to the commitment of both countries to peace and stability in the Pacific region.

Farm Credit Administration

1. Through informational and other means encourage borrowers to reduce debts to manageable levels during the present period of favorable farm income.
2. Give publicity to the continuance of the policy of making farm mortgage loans on a normal value basis.
3. Follow current farm credit and farm real estate developments and, through the National Agricultural Credit Committee, maintain contacts with private lending institutions and encourage them to hold farm loans to levels which will not contribute to land inflation.
4. Encourage and aid district farm credit units and local associations in providing assistance to farmers and others on farm credit problems including general information on normal values of farm real estate.
5. Prepare circulars for general distribution and engage in educational activities on the proper use of credit by farmers.

Farm Security Administration

1. Give publicity to the policy of using long-term earning capacity as a basis for valuation of farms for farm purchase loans.
2. Encourage tenant purchase borrowers to increase their margins of safety against possible future price slumps by substantial principal and interest payments ahead of amortization schedules.
3. Encourage tenant purchase committees to render informal consultation service to prospective purchasers of farms.

Extension Service

1. Make materials on the farm real estate and agricultural credit problems available to State Extension Services and assist them in the use of these materials in their extension programs.
2. Assist with suggestions and materials useful at the county level for guiding farmers and others on land value and farmers' credit problems.
3. Encourage the study and discussion of farm land value and farm credit problems by community and neighborhood groups.

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2. Assist with suggestions and materials useful at the county level for guiding farmers and others on land value and farmers' credit problems.
3. Encourage the study and discussion of farm land value and farm credit problems by community and neighborhood groups.

Office of Information

1. Assist offices and bureaus in effectively presenting through appropriate channels materials designed for curbing farm land value and credit inflation.
2. Review and check for conformance with Department policy releases and publications prepared as contributions to this program.
3. Prepare informational material and assist in developing effective outlets for Department releases prepared for the educational program.

Data for educational activities will be drawn largely from the results of research on farm real estate and farm credit problems by the Bureau of Agricultural Economics, the Farm Credit Administration and Agricultural Experiment Stations, supplemented by data from various operating programs of the Department of Agriculture.

I am asking that the agencies given specific assignments participate as fully as possible in the activities outlined. Also I recommend that other bureaus and offices make such contributions to the program as seem appropriate.

Claude R. Wickard
Secretary

Concurred in:

W. L. Rorer

Assistant War Food Administrator

Claude R. Wickard
Secretary

Office of Information

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3. Prepare informational material and assist in developing effective outlets for Department releases prepared for the educational program.

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I am asking that the agencies given specific assignments participate as fully as possible in the activities outlined. Also I recommend that other bureaus and offices make such contributions to the program as seem appropriate.

Charles A. Wickard
Secretary

Concurred in:
[Signature]
Assistant War Food Administrator



FILED

DEPARTMENT OF AGRICULTURE

WASHINGTON

PLEASE RETURN TO
SECRETARY'S RECORDS

U. S. D. A.

MAY 5, 1944

MEMORANDUM NO. 1099

Reconstituting and Redefining the Functions of the
Department Committee on Foreign Relations

1. The Department Committee on Foreign Relations, established by Memorandum No. 804, January 28, 1939, is hereby reconstituted as follows:

H. B. Boyd
P. V. Cardon
N. E. Dodd
F. F. Elliott
C. C. Farrington
S. R. Smith
L. A. Wheeler (Chairman)

2. The functions of the Committee on Foreign Relations shall be:

- (a) To advise the Secretary on matters affecting agricultural programs and policies within the scope of the Executive Committee on Economic Foreign Policy, recently established by the President.
- (b) To recommend to the Secretary the position to be taken by the Department of Agriculture in respect to questions arising out of the negotiation of international arrangements or agreements in which the Department has an interest, including particularly reciprocal trade agreements and international commodity agreements.

3. L. A. Wheeler, Director of Foreign Agricultural Relations, is hereby designated the Department's representative on the Executive Committee on Economic Foreign Policy.

Claude R. Weckard

Secretary

I concur:

Grover B. Hill
First Assistant War Food Administrator

COMMITTEES 3

DEPARTMENT OF AGRICULTURE
WASHINGTON



MEMORANDUM NO. 1033

Reorganization and Redefining the Functions of the
Department Committee on Foreign Relations

1. The Department Committee on Foreign Relations, established by
Memorandum No. 804, January 28, 1939, is hereby reconstituted as
follows:

H. B. Boyd
F. V. Carson
W. E. Dold
F. F. Elliott
C. C. Farrington
S. R. Smith
L. A. Wheeler (Chairman)

2. The functions of the Committee on Foreign Relations shall be:

(a) To advise the Secretary on matters affecting agricultural
programs and policies within the scope of the Executive
Committee on Economic Foreign Policy, recently established
by the President.

(b) To recommend to the Secretary the position to be taken
by the Department of Agriculture in respect to questions
arising out of the negotiation of international arrange-
ments or agreements in which the Department has an
interest, including particularly reciprocal trade agree-
ments and international commodity agreements.

3. L. A. Wheeler, Director of Foreign Agricultural Relations, is
hereby designated the Department's representative on the Executive
Committee on Economic Foreign Policy.

Secretary

I CONCUR:

First Assistant Food Administrator

FILED

PLEASE RETURN TO
DEPARTMENT OF AGRICULTURE
U.S.D.A.
WASHINGTON

Reg. No. - 3639
March 20, 1945
March 19, 1945



MEMORANDUM NO. 1099, REVISED

Department Committee on Foreign Relations

1. The Department Committee on Foreign Relations, established by Memorandum No. 804, January 28, 1939, is hereby reconstituted as follows:

H. B. Boyd	Ralph W. Olmstead
P. V. Cardon	Robert H. Shields
N. E. Dodd	H. R. Tolley
C. C. Farrington	L. A. Wheeler, (Chairman)
C. W. Kitchen	Robert B. Schwenger (Secretary)
W. A. Minor	

2. The functions of the Committee on Foreign Relations shall be:

- (a) To advise the Secretary on matters affecting agricultural programs and policies within the scope of the Executive Committee on Economic Foreign Policy, recently established by the President.
- (b) To recommend to the Secretary the position to be taken by the Department of Agriculture in respect to questions arising out of the negotiation of international arrangements or agreements in which the Department has an interest, including particularly reciprocal trade agreements and international commodity agreements.

3. While it is expected that the members will attend meetings of the Committee as far as possible, each of them will name an alternate, who will also serve in a liaison capacity with the Secretary of the Committee to keep his agency in touch with current developments in the foreign relations field.

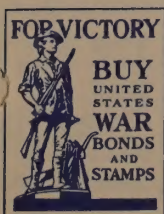
4. L. A. Wheeler, Director of the Office of Foreign Agricultural Relations, is the Department's representative on the Executive Committee on Economic Foreign Policy.

Ernest B. Hill
Acting Secretary

Concurred in:

Marion Jones

War Food Administrator



COMMITTEES 3

MEMORANDUM NO. 1035, REVISED

Department Committee on Foreign Relations

1. The Department Committee on Foreign Relations, established by Memorandum No. 804, January 28, 1939, is hereby reconstituted as follows:

Robert A. Johnson (Secretary)	H. A. Winter
J. A. Wheeler (Chairman)	C. C. Huntington
H. R. Tolson	H. E. Ladd
Robert W. Shields	T. F. Gordon
Malcolm W. Johnston	H. W. Boyd

2. The functions of the Committee on Foreign Relations shall be:

(a) To advise the Secretary on matters affecting agricultural progress and policies within the scope of the Executive Committee on Economic Foreign Policy, recently established by the President.

(b) To recommend to the Secretary the position to be taken by the Department of Agriculture in respect to questions arising out of the negotiation of international agreements or a statement in which the Department has an interest, including particularly reciprocal trade agreements and international commodity agreements.

3. While it is expected that the members will attend meetings of the Committee as far as possible, each of them will name an alternate, who will serve in a liaison capacity with the Secretary of the Committee to keep his agency in touch with current developments in the foreign relations field.

4. J. A. Wheeler, Director of the Office of Foreign Agricultural Relations, is the Department's representative on the Executive Committee on Economic Foreign Policy.

Very truly yours,
Secretary

Concurred in:



DEPARTMENT OF AGRICULTURE
WASHINGTON

September 18, 1945

MEMORANDUM NO. 1099, REVISION 2

Department Committee on Foreign Relations

1. The Department Committee on Foreign Relations, ~~established by Memorandum No. 804, January 28, 1939,~~ is hereby reconstituted as follows:

PLEASE RETURN TO
SECRETARY'S RECORDS
U. S. D. A.

H. B. Boyd	G. G. Armstrong
P. V. Cardon	D. A. FitzGerald
N. E. Dodd	Robert H. Shields
C. C. Farrington	H. R. Tolley
C. W. Kitchen	L. A. Wheeler (Chairman)
W. A. Minor	Robert B. Schwenger (Secretary)

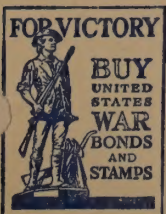
2. The functions of the Committee on Foreign Relations shall be:

- (a) To advise the Secretary on matters affecting agricultural programs and policies within the scope of the Executive Committee on Economic Foreign Policy, ~~recently~~ established by the President.
- (b) To recommend to the Secretary the position to be taken by the Department of Agriculture in respect to questions arising out of the negotiation of international arrangements or agreements in which the Department has an interest, including particularly reciprocal trade agreements and international commodity agreements.

3. While it is expected that the members will attend meetings of the Committee as far as possible, each of them will name an alternate, who will also serve in a liaison capacity with the Secretary of the Committee to keep his agency in touch with current developments in the foreign relations field.

4. L. A. Wheeler, Director of the Office of Foreign Agricultural Relations, is the Department's representative on the Executive Committee on Economic Foreign Policy.

Robert B. Schwenger
Secretary



DEPARTMENT OF AGRICULTURE
WASHINGTON

MEMORANDUM NO. 1007, REVISION 2

Department Committee on Foreign Relations

1. The Department Committee on Foreign Relations, established by Executive Order No. 680, January 25, 1939, is hereby reconstituted as follows:

W. A. Minor	W. A. Minor
C. W. Kitchin	C. W. Kitchin
C. C. Harrington	C. C. Harrington
H. M. Bode	H. M. Bode
P. V. Gordon	P. V. Gordon
H. E. Boyd	H. E. Boyd
Robert A. Schenck	Robert A. Schenck
L. A. Wheeler (Chairman)	L. A. Wheeler (Chairman)
H. H. Tolley	H. H. Tolley
Robert E. Smith	Robert E. Smith
D. A. Wigglesworth	D. A. Wigglesworth
G. G. Armstrong	G. G. Armstrong

2. The functions of the Committee on Foreign Relations shall be:

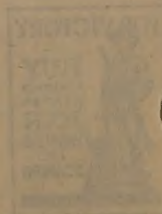
(a) To advise the Secretary on matters affecting agricultural programs and policies within the scope of the Executive Committee on Economic Foreign Policy, presently established by the President.

(b) To recommend to the Secretary the position to be taken by the Department of Agriculture in respect to questions arising out of the negotiation of international agreements or agreements in which the Department has an interest, including particularly reciprocal trade agreements and international commodity agreements.

3. While it is expected that the members will attend meetings of the Committee as far as possible, each of them will name an alternate, who will also serve in a liaison capacity with the Secretary of the Committee to keep his agency in touch with current developments in the foreign relations field.

A. L. A. Wheeler, Director of the Office of Foreign Agricultural Relations, is the Department's representative on the Executive Committee on Economic Foreign Policy.

Secretary





DEPARTMENT OF AGRICULTURE
WASHINGTON

June 3, 1946

MEMORANDUM NO. 1099, REVISION 3

Department Committee on Foreign Relations

1. The Department Committee on Foreign Relations is hereby reconstituted as follows:

H. B. Boyd	Robert H. Shields
P. V. Cardon	Lyle F. Watts
D. A. FitzGerald	O. V. Wells
W. Carroll Hunter	L. A. Wheeler (Chairman)
W. A. Minor	Robert B. Schwenger (Executive Secretary)

2. The functions of the Committee on Foreign Relations shall be:

- (a) To advise the Secretary on matters affecting agricultural programs and policies within the scope of the Executive Committee on Economic Foreign Policy, established by the President.
- (b) To recommend to the Secretary the position to be taken by the Department of Agriculture in respect to questions arising in connection with international organizations or international negotiations, arrangements, or agreements in which the Department has an interest.

3. While it is expected that the members will attend meetings of the Committee as far as possible, each of them will name an alternate, who will also serve in a liaison capacity with the Executive Secretary of the Committee to keep his agency in touch with current developments in the foreign relations field.

Secretary

DEPARTMENT OF AGRICULTURE
WASHINGTON



June 8, 1943

MEMORANDUM NO. 1099, REVISION 3

Department Committee on Foreign Relations

1. The Department Committee on Foreign Relations is hereby reconstituted as follows:

Robert H. Shields	H. B. Boyd
Lytle F. Watts	P. V. Gordon
O. V. Wells	D. A. Fitzgerald
E. A. Wheeler (Chairman)	W. Carroll Hunter
Robert S. Schwenger (Executive Secretary)	W. A. Minor

2. The functions of the Committee on Foreign Relations shall be:

(a) To advise the Secretary on matters affecting agricultural programs and policies within the scope of the Executive Committee on Economic Foreign Policy, established by the President.

(b) To recommend to the Secretary the position to be taken by the Department of Agriculture in respect to questions arising in connection with international organizations or international negotiations, arrangements, or agreements in which the Department has an interest.

3. While it is expected that the members will attend meetings of the Committee as far as possible, each of them will name an alternate, who will also serve in a liaison capacity with the Executive Secretary of the Committee to keep his agency in touch with current developments in the foreign relations field.

Secretary



DEPARTMENT OF AGRICULTURE
WASHINGTON 25, D. C.



January 31, 1947.

MEMORANDUM NO. 1099, REVISION 4

Department Committee on Foreign Relations

1. The Department Committee on Foreign Relations is hereby reconstituted as follows:

L. A. Wheeler (Chairman)	W. A. Minor
J. B. Gilmer	Lyle F. Watts
W. Carroll Hunter	O. V. Wells
W. V. Lambert	E. D. White
E. A. Meyer	Robert B. Schwenger (Executive Secretary)

2. The functions of the Committee on Foreign Relations shall be:

- (a) To advise the Secretary on matters affecting agricultural programs and policies within the scope of the Executive Committee on Economic Foreign Policy, established by the President.
- (b) To recommend to the Secretary the position to be taken by the Department of Agriculture in respect to questions arising in connection with international organizations or international negotiations, arrangements, or agreements in which the Department has an interest.

3. While it is expected that the members will attend meetings of the Committee as far as possible, each of them will name an alternate, who will also serve in a liaison capacity with the Executive Secretary of the Committee to keep his agency in touch with current developments in the foreign relations field.

Secretary



DEPARTMENT OF AGRICULTURE
WASHINGTON 25, D.C.

January 1, 1947

MEMORANDUM FOR THE SECRETARY

Department Committee on Foreign Relations

1. The Department Committee on Foreign Relations is hereby reconstituted as follows:

- | | |
|--------------------------|-------------|
| 1. A. Wheeler (Chairman) | W. A. Rorer |
| 1. E. Miller | W. A. Rorer |
| W. A. Rorer | W. A. Rorer |
| W. A. Rorer | W. A. Rorer |
| W. A. Rorer | W. A. Rorer |
| W. A. Rorer | W. A. Rorer |
| W. A. Rorer | W. A. Rorer |

2. The functions of the Committee on Foreign Relations shall be:

(a) To advise the Secretary on matters affecting foreign relations, general programs and policies within the scope of the Executive Committee on Economic Foreign Policy, established by the President.

(b) To recommend to the Secretary the position to be taken by the Department of Agriculture in respect to questions arising in connection with international relations or international negotiations, arrangements, or agreements in which the Department has an interest.

3. While it is expected that the members will attend meetings of the Committee as far as possible, each of them will name an alternate, who will also serve in a liaison capacity with the Executive Committee of the Department to keep his agency in touch with current developments in the foreign relations field.

[Signature]
Secretary

Regn. 4212
Dated 6-28-44

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON

June 28, 1944

MEMORANDUM NO. 1100

Authorizing the Agricultural Research
Administrator to Sign Cooperative Agreements

Eugene C. Auchter, Administrator, and P. V. Cardon when serving as Acting Administrator, Agricultural Research Administration, are hereby authorized to sign cooperative agreements, amendments thereto, and related instruments in connection with the experimental and investigational work of the Agricultural Research Administration. However, agreements involving important questions of public policy shall be referred to the Secretary.

Under this delegation, agreements and related instruments shall continue to be reviewed by the Office of Budget and Finance and the Office of the Solicitor before signature by the Administrator or Acting Administrator.

Charles F. Brannan
Assistant Secretary

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U.S.D.A.
SECRETARY'S RECORDS
PLEASE RETURN TO

AUTHORIZATIONS

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON

June 26, 1914

MEMORANDUM NO. 1100

Authorizing the Agricultural Research
Administrator to Sign Cooperative Agreements

Eugene C. Hunter, Administrator, and F. V. Gordon when
serving as Acting Administrator, Agricultural Research
Administration, are hereby authorized to sign cooperative
agreements, amendments thereto, and related instruments
in connection with the experimental and investigational
work of the Agricultural Research Administration. How-
ever, agreements involving important questions of public
policy shall be referred to the Secretary.

Under this delegation, agreements and related instruments
shall continue to be reviewed by the Office of Budget and
Finance and the Office of the Solicitor before signature
by the Administrator or Acting Administrator.

Assistant Secretary

absolute

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

FILED

*Reg. 3617
February 7, 1945*

February 7, 1945

PLEASE RETURN TO
SECRETARY'S RECORDS

U. S. D. A.

MEMORANDUM NO. 1100, Revised

Authorizing the Agricultural Research
Administrator to Sign Cooperative Agreements

The Administrator or the Acting Administrator, Agricultural Research Administration, is hereby authorized to sign cooperative agreements, amendments thereto, and related instruments in connection with the experimental and investigational work of the Agricultural Research Administration. However, agreements involving important questions of public policy shall be referred to the Secretary.

Under this delegation, agreements and related instruments shall continue to be reviewed by the Office of Budget and Finance and the Office of the Solicitor before signature by the Administrator or Acting Administrator.

Claude R. Wickard

Secretary

2. EMPHASIS

The Plan builds on initiatives already begun and brings them under a common and coordinated strategy. The Plan will incorporate internal management initiatives, employee ideas generated through Job Week and the Quality of Worklife Study, Office of Management and Budget initiatives, and the related "Grace Commission" recommendations. It will result in management improvements involving cooperative efforts of the Departmental staff offices and all agencies. The five major areas of focus are:

DISTRIBUTION

AUTHORIZATIONS

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

February 7, 1945

MEMORANDUM NO. 1100, Revised

Authorizing the Agricultural Research
Administrator to Sign Cooperative Agreements

The Administrator or the Acting Administrator, Agricultural Research Administration, is hereby authorized to sign cooperative agreements, amendments thereto, and related instruments in connection with the experimental and investigative work of the Agricultural Research Administration. However, agreements involving important questions of public policy shall be referred to the Secretary.

Under this delegation, agreements and related instruments shall continue to be reviewed by the Office of Budget and Finance and the Office of the Solicitor before signature by the Administrator or Acting Administrator.

Charles A. Wickard
Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

January 31, 1985

SECRETARY'S MEMORANDUM 1100-1

FIVE-POINT MANAGEMENT PLAN

1 BACKGROUND

A Five-Point Management Plan has been developed as the strategy for improving program management and administrative support in USDA. The Plan focuses on five broad areas under which specific actions will be developed. It reflects not only the initiatives begun under Reform '88, but also aggressively supports the President's priority goal to streamline Government operations.

This Plan retains the basic management goals established in 1983:

- a to ensure that USDA's administrative management systems and procedures provide for prompt, effective accomplishment of program missions; and
- b to ensure that programs receive the management support they need at the lowest possible cost.

The Plan also emphasizes the need for innovation and modernization over the next four years.

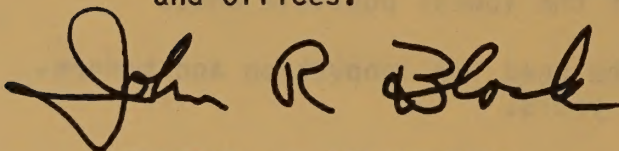
2 EMPHASIS

The Plan builds on initiatives already begun and brings them under a common and coordinated strategy. The Plan will incorporate internal management initiatives, employee ideas generated through Idea Week and the Quality of Worklife Study, Office of Management and Budget initiatives, and the related "Grace Commission" recommendations. It will result in management improvements involving cooperative efforts of the Departmental staff offices and all agencies. The five major areas of focus are:

- a Financial Management, including cash, debt, travel, cost management, payment integrity, cost accounting, and accounting systems.
- b Information Resources Management, including long-range planning, review and oversight, standards, and communication expansion.
- c Cooperative Processing and Program Support, including local processing, automation, and streamlining of program delivery and administrative support.
- d Effective Workforce Utilization, including quality of worklife, employee performance, training, morale, safety and health, and job enrichment.
- e Productivity Improvement, including internal management improvements and controls, private sector contracting, and inter-Departmental cross-servicing.

3 RESPONSIBILITIES

The Assistant Secretary for Administration will have primary responsibility for development, coordination, and monitoring of programs. Other General Officers of the Department will be responsible for the active support and implementation of programs in their respective agencies and offices.



SECRETARY OF AGRICULTURE

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

February 4, 1985

SECRETARY'S MEMORANDUM 1100-2

MANAGEMENT COUNCIL

1 BACKGROUND AND PURPOSE

For many years the Department of Agriculture has been a leader in management innovation. In recent years, the Management Council has played a key role as the Department has moved ahead to improve management systems, strengthen interagency coordination on management matters, and take specific actions to reduce costs and improve services. This memorandum is intended to re-emphasize the important role of the Management Council and to document its position and structure as part of the overall USDA management reform effort.

2 POLICY

It is the policy of USDA to pursue management reforms aggressively to improve systems and reduce costs. The Management Council will advise the Assistant Secretary for Administration on actions necessary to achieve these reforms and their implications for agency programs and budgets. The Council will work through the Assistant Secretary for Administration to assure that the Secretary and General Officers are kept fully apprised of these efforts. Council members shall provide support for Council activities to the full extent permitted by their authorities and resources.

3 RESPONSIBILITIES

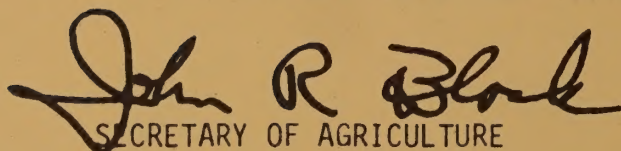
- a Council Chairperson. The Assistant Secretary for Administration or that individual's designee shall serve as Chairperson of the Management Council. The Council will meet at the call of the Chairperson.

February 4, 1985

- b Council Membership. Management Council membership shall include:
- (1) The Deputy Administrators for Management (or equivalent) from ARS, ES, ASCS, FAS, OICD, FS, SCS, FmHA, REA, FCIC, FNS, APHIS, AMS, FSIS, and EMS;
 - (2) The Directors of OMR, OFM, OP, OEO, OIRM, OO, and OSDBU; and
 - (3) The Department's Budget Officer, and a representative from the Offices of Inspector General, General Counsel, and Governmental and Public Affairs.
- c Representation of Centrally-Serviced Agencies. Where applicable, Management Council members shall represent both their own agencies as well as those agencies for whom they provide central services. Serviced agencies shall be provided with periodic reports on the affairs of the Council.
- d Working Groups. Working groups will be created as deemed necessary by a majority of the Council to direct or coordinate staff work on specific issues.
- e Executive Secretariat. The Management Council shall be supported by an executive secretariat who shall maintain records of Council actions, arrange for meetings and conferences, and provide other essential services.

4 DELEGATIONS OF AUTHORITY

I hereby authorize the Assistant Secretary for Administration to take such actions as are necessary to implement the provisions of this memorandum. The Assistant Secretary for Administration is authorized to make such adjustments in membership as may be necessary to conform to organizational changes approved subsequent to the date of this memorandum.


SECRETARY OF AGRICULTURE

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

June 25, 1985

SECRETARY'S MEMORANDUM 1100-3

STREAMLINING THE STRUCTURE OF USDA

1 PURPOSE

This memorandum describes the goals and policies involved in developing recommendations for streamlining the operations and structure of the Department.

2 BACKGROUND

In January 1985, I announced the USDA Five Point Management Plan. The goals of the Plan are:

- a To ensure that management improvement initiatives become a regular part of Department operations, and
- b To provide a focus on resources for Department managers in adjusting to constraints in resources and planning for the future.

The Plan was built on many of the initiatives and successes of the management improvement program known as Reform '88, including the 10 departmental reforms that were developed specifically within the Department.

The Plan focuses on five broad areas: Financial Management, Information Resources Management, Cooperative Processing and Program Support, Effective Workforce Utilization and Accountability, and Productivity Improvement.

One of the key elements of the Plan is to "Streamline Administrative Support Services and Program Delivery."

3 POLICY AND GOALS

I have appointed a Steering Committee of Department Policy officials and a Task Force of key agency officials to guide the development of streamlining options. This effort will be conducted with the participation of employees, unions, constituent groups, cooperators, the press and public impacted by USDA programs.

The intent is to develop recommendations which will result in improved service to USDA clients, and reduce costs. Initially, the effort will focus on:

- a Organizational combinations in areas of program overlap;
- b Field office co-location to improve service to the agricultural public; and
- c Administrative support sharing and cross-servicing opportunities.

I have asked that streamlining recommendations be presented to me by September 1, 1985.

4 STREAMLINING RECOMMENDATION DEVELOPMENT

I have asked that full participation of those with an interest in USDA programs be utilized in the development of streamlining recommendations.

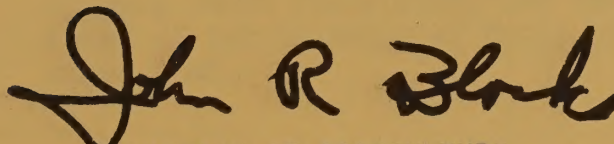
The vehicle for this participation will be the state Food and Agriculture Councils. The Council members will work with agriculture-interested groups and individuals in their state to elicit their recommendations and comment. Plans will address the three focus areas of concern but will be open to any other streamlining recommendations.

5 RESPONSIBILITIES

- a Oversight Committee. Will be led by the Deputy Secretary and will consist of Under and Assistant Secretaries responsible for policy. They will supervise the overall effort and will endorse the final recommendations that are submitted.

- b Task Force. Will be led by the Deputy Assistant Secretary for Administration and will consist of selected key agency officials. They will lead the effort by setting criteria, guidelines, workgroups, and schedules for developing and evaluating the recommendations. They will be provided staff support for information gathering and evaluation needs.
- c Food and Agriculture Councils. State leaders will develop recommendations for streamlining operations in their states. They will also involve employees, commodity groups, organizations, unions, other government officials, and others interested in USDA programs to participate in and comment on streamlining recommendations.
- d Private Sector Advisory Committee. A committee will be established consisting of representatives from a cross-section of agriculture interests. They will comment on the final recommendations.

The responsibility for making the streamlining of USDA a success within USDA is shared by all members of the Department. I am depending on our USDA workforce to make sincere and meaningful recommendations that improve service to our clients and cooperators and are cost-effective.


SECRETARY OF AGRICULTURE

1. The subject will be led by the Deputy Assistant Secretary
for Administration and will consist of a series of
lectures, seminars, and the like, to be held in the
Department, Washington, and in other cities for the purpose of
improving the administration of the Department. The subject matter
will be the administration of the Department and will include
the following topics:

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improving the administration of the Department. The subject matter
will be the administration of the Department and will include
the following topics:

[Handwritten signature]
Deputy Assistant Secretary for Administration

Regw. No. 3507

7-1-44



DEPARTMENT OF AGRICULTURE
WASHINGTON

FILED

PLEASE RETURN TO
SECRETARY'S RECORDS
U.S.D.A.

July 1, 1944

MEMORANDUM NO. 1101

Designation of Miss Mildred C. Benton
as Department Librarian

Miss Mildred C. Benton is to serve as Department Librarian while Mr. Ralph R. Shaw is on military leave.

Miss Benton has been a member of the Department Library staff since 1928, and she has been the Chief of the Division of Field Library Services since 1942.

Assistant Secretary

Charles F. Brannan

DEPARTMENT OF AGRICULTURE
WASHINGTON



July 1, 1944

MEMORANDUM NO. 1101

Reassignment of Miss Mildred C. Benton
as Department Librarian

Miss Mildred C. Benton is to serve as Department Librarian while Mr. Ralph E. Shaw is on military leave.

Miss Benton has been a member of the Department Library-staff since 1938, and she has been the Chief of the Division of Field Library Services since 1943.

Assistant Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON

FILED
PLEASE RETURN TO
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U. S. D. A.

Reg. 3589
12/4/44
November 30, 1944

MEMORANDUM NO. 1102

Secretary's Representative on Surplus Property

With the approval of the War Food Administrator, I am hereby designating Mr. David Meeker to represent me and perform the same general functions for me as he performs for the War Food Administrator, as outlined in Administrator's Memorandum No. 27, Supplement 10, dated October 26, 1944.

All previous memoranda are superseded to the extent that they are inconsistent with the provisions of this memorandum.

Claude A. Wickard
Secretary

ORGANIZATION

(1 leaf)

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON

November 30, 1944

MEMORANDUM FOR THE SECRETARY

Secretary's Representative on Grain Property

With the approval of the War Food Administrator, I am hereby designating Mr. David Meeker to represent me and perform the same general functions for me as he performs for the War Food Administrator, as outlined in Administrator's Memorandum No. 27, Supplement 10, dated October 20, 1944.

All previous memoranda are superseded to the extent that they are inconsistent with the provisions of this memorandum.

Charles R. Meeker
Secretary

Original

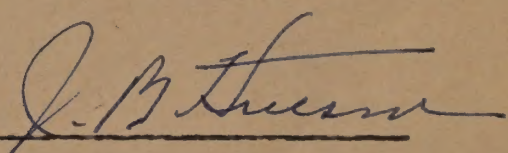
FILED

PLEASE RETURN TO
SECRETARY'S RECORDS
U. S. D. A.

August 1, 1945

Memorandum No. 1102. Sup. 1
Designation of E. D. White as Acting Director,
Office of Surplus Property and Reconversion
Effective August 1, 1945 E. D. White

is hereby designated as Acting Director, Office of
Surplus Property and Reconversion. His authority
shall include such functions as are stated in Admin-
istrator's Memorandum 27, Revision 1, dated Decem-
ber 13, 1944, as amended, and in Secretary's Memo-
randum No. 1102, dated November 30, 1944. It shall
also include authority to make certifications, on
behalf of the Secretary of Agriculture, of impair-
ment or threatened impairment of farm production ne-
cessitated by Surplus Property Board Regulation 3.



Acting Secretary

110-2-200-1

Effective August 1, 1945, E. D. White
is hereby designated as Acting Director, Office of
Surplus Property and Reconversion. His authority
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behalf of the Secretary of Agriculture, of impair-
ment or threatened impairment of farm production ne-
cessitated by Surplus Property Board Regulation 3.



Acting Secretary

(copy)

Stat. Assist. Records
How Records Traced

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

August 1, 1945

MEMORANDUM NO. 1102, SUPPLEMENT 1

Designation of E. D. White as Acting Director,
Office of Surplus Property and Reconversion

Effective August 1, 1945, E. D. White is hereby designated as Acting Director, Office of Surplus Property and Reconversion. His authority shall include such functions as are stated in Administrator's Memorandum No. 27, Revision 1, dated December 13, 1944, as amended, and in Secretary's Memorandum No. 1102, dated November 30, 1944. It shall also include authority to make certifications, on behalf of ~~the~~ Secretary of Agriculture, of impairment or threatened impairment of farm production, necessitated by Surplus Property Board Regulation 3.

J. B. Hutson

Acting Secretary



DEPARTMENT OF AGRICULTURE
WASHINGTON

FILED
PLEASE RETURN TO
SECRETARY'S RECORDS
U. S. D. A.

December 19, 1944

MEMORANDUM NO. 1103

Authorizing the Agricultural Research Administrator
to Sign Letters and Documents Relating to
Letters Patent

The Administrator and the Assistant Administrator of the Agricultural Research Administration and in their absence the Acting Administrator and the Acting Assistant Administrator are hereby authorized to sign letters and certifications addressed to the Commissioner of Patents transmitting patent applications and certifying that the inventions involved are used or liable to be used in the public interest, and to all other facts necessary to entitle the applications to consideration under the provisions of the Act of March 3, 1883, as amended by the Act of April 30, 1928 (35 U.S.C., 45). Such officials are further authorized to request that certain applications deemed of peculiar importance to the public service be given preference over other cases pursuant to the Act of March 3, 1897 (35 U.S.C., 43), and the Rules of Practice of the United States Patent Office, and to designate my representative in cases concerning which preferential consideration is requested. Such letters and certifications shall be signed "By direction of the Secretary of Agriculture".

The Administrator and the Assistant Administrator of the Agricultural Research Administration and in their absence the Acting Administrator and the Acting Assistant Administrator are also hereby authorized to sign on behalf of the United States licenses issued under patent applications and Letters Patent controlled by the United States Department of Agriculture.

Claude R. Wickard
Secretary of Agriculture

AUTHORIZATIONS

